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ABSTRACT

This guide offers a practical approach for operating summer youth employment programs that involves cooperation among private businesses and local organizations. A timetable provides a month-by-month schedule. Seven sections discuss management responsibilities. Program Planning covers scope, goals, and coordination. Program Management addresses development of an operational structure, program staffing, and information management. Program Resources discusses the vital role of volunteer staff and suggests ways to augment limited resources. Public Relations outlines publicity and marketing techniques, stresses the importance of public relations, and tells how to earn a positive public image. Recruitment addresses the importance of selling program services to youth participants, employers, cooperating organizations, and the media. Follow-up discusses the importance and usefulness of maintaining contact with all participants throughout the employment period. Program Evaluation links aspects of the program for ongoing and final evaluations. Some sections provide examples of forms or materials and each section concludes with illustrations that indicate pitfalls and problems when essential ingredients are not part of the program and describes ways private industry councils and other program operators have addressed the activity. Appendixes provide case studies of six 1982 summer youth jobs programs. Each contains a program description, goals and results, program features, and public/private sector involvement. (YLB)

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National
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A Technical
Assistance Guide

ED239020

Summer-Jobs-for-Youth Program Guide

How to Develop and Manage A Summer Youth Jobs Program

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LET'S GET ALL OF AMERICA WORKING AGAIN

SUMMER JOBS FOR YOUTH
PROGRAM GUIDE

HOW TO DEVELOP AND MANAGE
A SUMMER YOUTH JOBS PROGRAM

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NAB is an independent, business-led, non-profit corporation whose mission is to increase private sector training and job opportunities for the economically disadvantaged and long-term unemployed by building and strengthening public/private partnerships of business, government, labor, education, and community-based groups.

National
Alliance of
Business

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Washington, D.C. 20044

FOREWORD

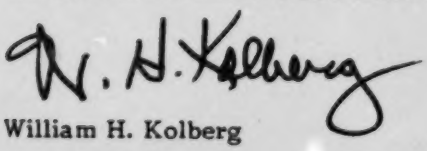
Summer jobs for youth are an important stimulus to help "Get All of America Working Again." In the summer of 1982, large numbers of youth were looking for work at a time when many businesses were reducing their regular labor force. Recognizing the critical need to find summer jobs in the local labor market for unemployed youth the Reagan administration asked the business community to help to take the lead in hiring needy youth and to work with PICs and other local organizations in coordinating local summer jobs programs. In 1983, the need and the challenge is greater.

The National Alliance of Business, during the past three years, has expanded and assessed its effort to assist local program administrations to increase private sector jobs for summer youth. Emphasis is placed on strengthening the capability of private industry councils (PICs) and local community agencies to run effective programs and working with the private sector and business oriented organizations.

The 1983 revision of our summer youth technical assistance guide reflects what we have learned...that PICs and businesses are willing to, and can play, the lead role in coordinating the local summer youth effort...that the public and private sector can form a true partnership to develop and operate summer youth programs...and that a comprehensive, well-coordinated, cooperative community effort pays off in jobs for youth.

NAB recognizes and supports the growing role of private employers in those summer endeavors. The benefits that participating companies receive -- reduced costs, increased productivity, community recognition -- are worth the time invested.

"SUPPORT SUMMER JOBS FOR YOUTH"



William H. Kolberg

President

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A practical approach for operating summer youth employment programs that involves cooperation among private businesses and local organizations is offered in this Summer Youth Jobs Program Guide. Its seven sections and discussions of management responsibilities, from planning through evaluation, can be extremely useful to the program operator.

For the new program operator, it reviews basic steps and provides information. For the experienced operator, it can be a resource and source of useful ideas. Each section includes examples and illustrations based on previous experiences of organizations and agencies.

While NAB hopes that private industry councils will take the lead in advancing summer youth jobs programs, the guide can be used by any group, including private employers, local governments, schools and organizations. It may also be used for the orientation and training of staff.

PROGRAM PLANNING shows planning as the first step in establishing a successful program. The premise is that a tightly organized program with a credible purpose, concise objectives, clearly stated scope of operation, and involvement of key organizations and business people can provide an effective answer to youth employment problems.

PROGRAM MANAGEMENT addresses the development of an operational structure, program staffing, and information management. It highlights what is needed for a successful summer program.

PROGRAM RESOURCES discusses the vital role of volunteer staff and suggests ways to augment limited resources.

PUBLIC RELATIONS outlines publicity and marketing techniques, including news releases, editorials, newsletters, advertising, and public speaking. It stresses the importance of public relations and tells how to earn a positive public image.

RECRUITMENT is vital to program success. This section addresses the importance of selling programs services to all levels: youth participants, employers, local organizations, and others.

FOLLOW UP discusses the importance and usefulness of maintaining contact with youth clients, employers, cooperating organizations, and the media throughout the employment period.

EVALUATION links all aspects of the program -- objectives, information collection, and follow-through for both ongoing and final evaluations.

ILLUSTRATIONS are provided at the end of each section. "Minimal/Non-Coordinated Effort" indicates some of the pitfalls and problems which have been encountered when essential ingredients are not made part of the program.

"Interested/Involved PIC Leadership" describes the way a program operated by a PIC has successfully addressed the activity.

"Other Community/Business Leadership" shows how another exemplary program operator has carried out the activity.

The **APPENDICES** provide Case Studies of selected 1982 summer youth jobs programs. These reports provide a Program Description, Goals and Results, Program Features and Public/Private Sector Involvement.

This guide is not meant as the "last word" in summer programs. Rather, it contains suggestions for effectively developing and managing the essential elements:

1. **Advance planning and goal setting**
2. **Leadership by a local organization or group to provide oversight responsibilities**
3. **A central director/coordinator for the project**
4. **Cooperative working arrangements among businesses, local governments, schools and organizations**
5. **Active promotion of the program to businesses and the local community**
6. **Accurate record keeping to provide essential program data**
7. **Ongoing contact with youth served, employers, and the media**
8. **Comprehensive program evaluation.**

The following timetable summarizes activities and provides a month-by-month schedule.

TIMETABLE FOR SUMMER YOUTH PROGRAM ACTIVITIES

TIMETABLE

OCTOBER

- Begin program planning
- Contact past program operator
- Formulate program goals
- Establish program methods and procedures

NOVEMBER

- Contact other groups planning to operate summer programs
- Initiate Management Information Systems (MIS)
- Develop agreements with youth recruitment and placement agents
- Recuit staff and volunteers

DECEMBER

- Secure office space
- Review overall program development to date

JANUARY

- Assign account executives
- Assign public relations specialist
- Plan publicity campaign
- Conclude agreements with youth recuitment and placement agents

FEBRUARY

- Conduct program orientation sessions for staff, volunteers and employers and community groups
- Assign Volunteers
- Conduct telephone sales training
- Begin publicity campaign
- Begin Job Development campaign

MARCH

- Carry out procedures/guidelines for monitoring, follow-through, record-keeping, evaluation, and supportive services
- Follow-through on recruitment, job development, publicity, and placement agent(s)

APRIL

- Recruit youth
- Screen and match youths with jobs
- Begin TJTC eligibility determination

MAY

- Schedule press conference
- Begin TJTC vouchering
- Start youth orientation sessions
- Begin making placements
- Youth begin working

JUNE

- Begin follow up activities
- Continue making referrals
- Other youth begin working

JULY

- Begin follow up of activities
- Publicize activities

AUGUST

- Start close out of activities
- Follow up on program activities

SEPTEMBER

- Prepare close out reports of all activities
- Analyze all program data and write program report
- Hold "thank you" reception
- Present awards

Introduction

Effective planning — the first and most crucial step in operating a successful summer employment effort — is an integral part of a comprehensive planning, management and evaluation process.

Early Planning

Timing is the most important factor. Ideally, planning for a summer program should begin in October. A new program operator should make contacts with all the groups and organizations that are to be involved and schedule an initial planning meeting.

By completing the planning process early, the operator has time to hire staff, recruit volunteers, publicize the program and, recruit employers. It also provides time to contact other organizations and community groups and arrange cooperative agreements.

Planning Process

The initial process calls for assessing local needs, defining program strategy, establishing program scope, and developing operations, management and evaluation plans.

Planning should provide:

- A realistic management plan
- An operational plan that spells out the roles of leading participants and all cooperating groups
- A comprehensive approach coordinated with other summer youth programs without duplication of services
- Stated benefits to youth participants, local businesses and industries, and the community-at-large
- Plans for the effective use of limited resources
- A comprehensive program reporting system for evaluation and future planning.

Program Scope

When planning the program's scope, ask:

- What is the objective?
- Who will be served?
- Who is eligible?

The answers will depend entirely on the needs of individual localities, the types of youth employment problems prevalent, and the nature of the employment -- small business, type of industry, farming or other opportunities.

Developing Program Goals

Program goals formulated during the planning process should be considered carefully, since they will determine focus. Goals must be based on local needs and must be set before operational plans are developed. For example, if most youth in an area have no work experience, an operator might choose to focus on training. In a rural environment, or in small local businesses, agri-businesss jobs, or apprenticeships with local craftspersons might be provided. If the program is concerned with career planning and training, vocational or on-the-job training can be the focus and include job counseling to help youth adapt to the world of work.

Beyond the summer program, planning can include the development of a year-round private sector youth employment program as a long-range goal with benefits including:

- Continuity of employment services for youth
- A comprehensive approach to the youth employment problem
- Services to more young people.

No program can be all things to all people. Good planning ensures one designed around local needs and resources with specific goals chosen to promote sound operations.

Building on Previous Experience

When planning operational scope, be sure to contact former operators. Their experience can be extremely useful. Most helpful are groups that have carried out programs with the private sector. What worked best, what might have worked with modification, what could not be completed, and recommended changes should be fully considered in setting up a new summer youth program.

Public sector employment program operators should also be contacted. Their suggestions and comments can be beneficial, and they can serve as a basis for future coordination.

Important, too, is contact with local youth service agencies and schools which will serve as referral agencies.

Program Coordination

Use planning to eliminate services duplication. Coordination and cooperation are the keys to achieving this goal. Because one group is concentrating on the business community does not mean another should not. Each may have different targets, purposes, and clients. Areas may be so populous or so extensive that they can easily absorb the efforts of several programs. Indeed, some areas may have so few services that one more group may be welcome. The key is to discover other programs and their goals to avoid competing for the

same employers or the same youth. Competition causes misunderstandings and resentment and can hinder job placements. Thus, coordinated community-wide efforts are essential. The public agency responsible for federally-funded youth employment programs should have a list of local youth employment agencies.

Other Agencies and Organizations

If there are others find out how they plan to recruit youth and employers; their timetables; and the seasonal nature of the programs. Finally, find out who is eligible — are eligible youth confined to those from a specific area, income, minority or ethnic group? With such information an operator can determine whether programs overlap, complement each other, or are entirely different from what is planned.

Components of the Summer Network

Obviously, coordination among groups is extremely important if duplication to be avoided. In addition to the private employers, members of the summer employment network may include:

- Private industry council
- Employment and training office, mayor's office, or state human services department is responsible for managing summer youth employment programs that are federally funded
- Schools (secondary and beyond)
- Local job service offices
- Youth organizations
- Community organizations (Urban League, SER Jobs for Progress, Opportunities Industrialization Centers (OIC), Boys/Girls Clubs, and others)
- Chamber of commerce
- Regional offices of the National Alliance of Business
- Reporters who cover employment, particularly youth employment, or who write job columns and career stories.

Business and Industry Needs

Before contacting individual businesses, determine their operations and goals. When developing plans, make sure they are suitable and that potential jobs can be filled by young people.

Summary

In summary, the planning process for a summer jobs program should begin with an assessment of previous operations. Using this information, the program operator can begin to identify needs, set goals, and design a new program or make necessary adjustments and modifications to improve an established program.

Minimal/Non-Coordinated Effort

For private employers and public organizations in a large, urban Southeastern city, summer marked the beginning of a new partnership for a city-wide, coordinated private sector summer youth employment program. The chamber of commerce, a local community organization, the local employment and training office, and NAB's Regional Service Office held an initial planning meeting. But none assumed a leadership role to establish an administrative structure or a plan to carry out the desired program.

After the first meeting, each sponsor carried out some essential activities. The chamber planned and conducted its first three-day job solicitation phon-a-thon. The community organization pursued its regular plan and recruited and referred youth to jobs developed through the phon-a-thon. The employment and training office selected participants, and matched and referred youth jobs. The NAB Regional Service Office supplied valuable promotional materials, but they were not used. In general, the sponsors were so preoccupied with carrying out their traditional roles that little attention was given to the efficient use of resources. The result: a promising effort ended with jobs going unfilled, employers receiving conflicting solicitations, and general confusion.

Interested/Involved PIC Leadership

The private industry council (PIC) of a Southern metropolitan area set out to establish a mechanism to make skillful use of the community's dwindling summer youth program resources. The PIC's efforts began with a three-month planning phase, including collaboration with the public schools, the employment and training office (E&TO), the chamber of commerce, and the NAB Regional Service Office.

The plan made use of bi-monthly meetings with cooperating organizations, contact with previous operators, and an assessment of the current labor market. The result was the development of an operational plan which specified the roles and responsibilities of each organization. The plan prevented service duplication. It made evident the benefits of coordination to youth, local businesses, and the community.

Other Community/Business Leadership

In a large Midwestern city, a group of leaders representing business, government and non-profit organizations formed an association to increase private sector employment opportunities for economically disadvantaged youth. The association's larger business members agreed to donate funds to hire a program coordinator. Early in the year an executive from the local telephone company offered to take the lead responsibility for the program and established a planning policy committee made up of 15 other concerned local business executives, civic leaders and public agency administrators.

By the end of January, the committee had assembled a working group and jointly established two major program goals and six program performance objectives.

In February, the working group chairperson hired a management consulting firm to survey overall youth employment services, the city's job market, and existing programs that could serve as models. The consultant's report led to the formation of subcommittees responsible for developing and administering a publicity campaign, a youth recruitment drive, a job development campaign, a referral process, and a system to manage information.

Each subcommittee coordinator was assigned responsibility for preparing specific workplans.

The plans incorporated insights gained from contacts with previous local private sector program coordinators, local public sector program operators and a review of summer youth program operations in similar communities across the country.

Introduction

Just as planning is the first step in a successful summer jobs program, management helps ensure that goals are met. The program operator must develop the management plan during the planning process and make certain it includes specific goals and objectives.

Organizational Structure

The structure of the summer jobs program may be simple, involving only one organization. Or it may be more complex and draw on many diverse organizations, businesses, and individuals. In either case, effective management depends on identifying an organization or group to take leadership responsibility for overall coordination and oversight of the program. The responsibilities of each group must be clear.

Director/Coordinator Role

Once it is decided to have a summer jobs program, the lead organization must first select a director/coordinator. This key full-time position must be filled early in the planning process. The director/coordinator should manage the program and coordinate with all appropriate organizations, formulate operational plans, develop cooperative agreements, and promote the program. The director/coordinator must be sure that all the parts fit into the master plan and that true coordination is maintained. Ideally, the position should be salaried. But when financial resources are limited, recruit a volunteer.

Advisory Groups

Additional planning and operational support for the program may be sought from an advisory group. Such a group can assure community input for planning, promotion, and oversight. It can play a key role in meeting or exceeding established goals. If a program operator chooses this type of support, members should include representatives from:

- Local business and industry
- Private industry council
- Employment & training office
- Educational institutions
- Other local organizations

Staff Orientation

Once program staff members have been selected and assigned responsibilities, they should be briefed — ideally in a single orientation session. In practice, however, a program must accommodate a continuing influx of individuals and groups. For example, volunteers may be loaned for brief periods, so provision to train replacements adequately must be made.

The operator can choose to develop a two-phase orientation program — a packaged version for distribution to everyone and a formal training version including scheduled sessions supplemented by films, discussions, and role playing based on the packaged version.

The orientation should cover:

- Goals and objectives
- Policies and procedures
- Local labor market data and description
- Data and information on youth served
- Marketing techniques.

Program Information

The operator should give priority to developing a data collection system -- a process to obtain, retain, and disseminate information needed to manage the program. The system should include the issuance of periodic reports and data needed and provide for program evaluation. It can range from manually recording daily activities to a sophisticated computerized system.

Whichever method the operator chooses, it should:

- Provide data pertinent to management, evaluation, and planning
- Document efforts to meet goals
- Collect information to support requests for funds or in-kind contributions
- Gather data useful in public relations
- Develop comprehensive information for evaluation.

Basic Information

At a minimum, a data system requires information on the jobs developed and youth referred. Two forms are needed: a job order and a youth referral. The job order is completed by the person (the account executive/job developer) who gets the job commitment from the employer. The youth referral form is completed by those who refer youth to the job openings.

These two basic forms make it possible to analyze which jobs are filled, how long it takes to fill them, how many youth remain unhired, and which individuals or organizations refer the most young people. They also provide job matching information and the names of contacts for follow-up. Examples of these forms follow.

SUMMER YOUTH JOB ORDER FORM

Employer: Business Address: Phone Number:	For Office Use ID Number	Type of Business (SIC Code)	# of Employees A 0-25 B 26-250 C 251-500 D 500 +	Jobs (#) ____ Donation ($) ____ *TJTC eligibles? Yes ____ No ____

Contact Person: _____ (Name, Title) Contact Date: _____

Job Title/Type of Work: _____ Skill Needed: _____

Comments: _____

Call Back Dates: _____ _____ _____

Follow-up

Number of Placements _____ TJTC _____ Date Job Filled _____

Comments: _____

Referring Agency

Contact Person: _____ Phone: _____

This form should be completed in triplicate, so that all concerned will have copies.

*TJTC eligible youth must be economically disadvantaged, aged 16 - 17, must be first time employees of the employer; they can work up to 90 days between May 1 and September 15 (in order for the employer to earn the 85% Tax Credit)

SUMMER YOUTH PROGRAM RECRUITMENT FORM

Recruitment Objective _____ A. _____ B. _____ C.					
Eligibility Status _____ 1. _____ 2. _____ 3.					
Last Name	First	M.I.	Social Security No.	Date	Age
Street Address	City	State	Zip Code	Telephone No.	Education

List Major Types of Work Exp.	How long Worked	Type of Work You Desire
1.		1.
2.		2.
3.		3.
4.		
5.		Appplicants Signature DATE _____ _____
List any special skills, Licenses, or Tools		If under 18 Parent's Signature: _____ DATE Work Permit Number _____

Note: This self assessment card is in lieu of a traditional job application. It is designed to save you time yet provides the necessary information to consider you for referrals to jobs. At the time of referral, you may be asked to complete a full application.

This form should be completed in duplicate

Minimal/Non-Coordinated Effort

In a Southwestern suburban community the private sector summer program was operated by an employee of the office of employment and training who carried other responsibilities for the public sector summer program. The chamber of commerce was asked to solicit jobs. NAB provided public relations materials. Because of delays within participating organizations which were beyond the control of the coordinator, the program was not managed effectively.

Interested/Involved PIC Leadership

The PIC in a Western urban community funded two positions: a full time (nine-month) program director and a part-time (five-month) job developer. This small staff received a great deal of direct planning and program development support from the PIC board. Board members were also instrumental in securing loaned staff: three chamber of commerce employees for six months, one department of education employee for eight months, and three employment and training administration employees for two months each. They reported to the program director and helped to refine the overall program plan. Traditional employment and training procedures were used to establish participant eligibility and to record program performance.

Each organization representative also provided the central program coordinator periodic oral or written progress reports and attended bi-monthly coordination meetings.

The first meeting was devoted to general orientation. Other orientation sessions addressing specific activities, such as telephone solicitation and preparing youth for work, were required for relevant volunteers or staff, but the sessions were open to all.

Other Community/Business Leadership

A business consortium in a large Northeastern city had developed a plan for a collaborative summer program. Using it as a guide, the consortium's members were solicited for volunteers in March to meet staff needs. Collaborating organizations were also asked for volunteers, with surprisingly good results.

Business and organizations entered into agreements to take the lead for coordinating specific program components:

- The president of a local public relations firm agreed to coordinate and refine the publicity campaign and to supervise the administration of the plan.
- The intermediate school district assumed responsibility for administering the early youth recruitment plan. A senior cooperative education program employee and one counselor at each local high school were assigned to the program.

- The city's employment commission assumed full responsibility for job matching and referral. A senior commission employee was assigned coordination responsibilities and, under her direction, five counselors conducted job referrals through temporary field offices.
- The local telephone company assumed responsibility for adapting and conducting telephone solicitation training sessions.
- The president of a printing firm assumed responsibility for refining and printing data collection forms for record keeping and evaluation.
- A local account executive of a major accounting firm designed and monitored the data collection system.
- Over 200 employees from businesses and civic organizations agreed to serve as job developers for periods of one to six week. Their performance was guided by a team of four human resource directors from local corporations.

Each organization also agreed to provide a central program coordinator, regular oral or written progress reports, and to attend bimonthly coordination meetings.

The first meeting served as a general orientation session for everyone. Others designed to address specific functions --such as telephone solicitation and preparing youth for work -- were conducted for relevant staff members, but they were open to all volunteer staff members.

SECTION 3 PROGRAM RESOURCES

Introduction

Once the operational plan has been formulated, the program operator must identify available resources. A program's primary resource consists of the individuals, organizations, and businesses it recruits. The skills, experience and talents of program staff and volunteers are the director/coordinator's keys to successful management.

The program needs a committed business community willing to provide resources. Contributions can range from office space, equipment, and supplies to money to pay for publicity or youth wages.

Since volunteers are essential to the program, the operator must cultivate them carefully. Program positions can be successfully filled by volunteers if they are carefully oriented to the program and settled comfortably in their roles.

Tapping Local Resources

Finding resources that meet the needs of the program can be difficult. Knowing where to look and what kinds of volunteers are available is of central importance. Included among local available resources are:

- Local businesses. Tap them in an organized way. Industry is often willing to lend management personnel or staff and provide support or space for administrative offices, phone banks, materials, computer time, personnel and financial support. Their active support results in good public relations rising from their endorsement and ability to recruit other businesses. Radio and television stations in the community should also be tapped.

- Educational institutions. High schools can be especially useful in recruiting youth participants. They can also provide counselors to work with the youth during the employment period. Colleges can provide many services, such as space, computer services, and personnel.

- Employment and training programs. Private industry councils, often best suited to take the lead, should be able to provide both financial and non-financial support. Public sector programs such as the employment and training office and the job service can help. For example, they can make job counselors available. The local job service office must certify eligible youth for the Targeted Jobs Tax Credit; it is, therefore, a necessary resource.

- Community organizations. These can help recruit youth, provide job counseling, office space, and other services. Scout troops, teen clubs, or other youth groups can be called upon to help with clerical and mailing tasks. Retired citizens organizations and

groups such as the Red Cross are eager to help on special projects, such as telephone solicitation. Many other local community groups can be called on to help.

Securing the Volunteers

After the volunteer organizations, resources, and individuals have been identified, the next step is to recruit them. The program operator must be prepared to make personal presentations to all potential donor groups and should have printed material available. Once the first volunteers have been recruited, they can be used to recruit others. Volunteers from past summers can also be useful in this effort.

Recognizing Volunteers

Contributions of organizations and individuals are invaluable and should be given recognition to ensure continued participation. Provide recognition by:

- Presenting certificates at luncheons, dinners, or receptions to volunteer account executives/job developers who have met or exceeded goals. Organizations and other individuals can be honored in similar ways.
- Special mention in written program updates for the staff and participating businesses and organizations, and by spotlighting former volunteers in the orientation and training of new ones.
- Media coverage centered on human interest stories involving individual volunteers or organizations.
- Letters of appreciation.

There are, of course, other techniques. But recognition of both volunteers and salaried employees should be an ongoing process. These activities can also provide opportunities to promote the program to the community.

Minimal/Non-Coordinated Effort

A coalition of youth groups in a Northwest urban community agreed to coordinate the summer effort. Each of the groups delegated one representative to help with the program. Lacking an overall plan, representatives for the sponsoring organizations repeatedly underestimated the time requirements for each major function. For example, one co-sponsor agreed to prepare and mail to all businesses on the chamber of commerce's mailing list a solicitation signed by the president of the Chamber and the NAB Metro Chairman. It took twice as long as expected to reach agreement on the letter's contents, so the letters scheduled to be mailed the first week of April reached addressees at the end of the month.

As a result, the telephone solicitation was directed mostly to "cold contacts" (calls to employers unaware of the summer youth effort) and thus was not productive.

Similarly, the coordinator for job development took telephone sales to be a simple matter. No thought was given to training, particularly important in this case because many of the job developers were volunteers with no previous experience in youth employment and had little relevant industry contacts.

Interested/Involved PIC Leadership

A summer program in a tri-county Central Plains area was funded by a PIC consortium. The PIC hired a full-time coordinator and a part-time job developer. After careful examination of the plan, the coordinator appealed to the Board to perform promotional and job development functions.

The entire PIC staff was made available to the coordinator to meet deadlines for mailing pre-telephone solicitation announcements and to staff the three telephone banks at each of the sponsoring agencies.

Other Community/Business Leadership

The local NAB Metro in a Southern community assumed responsibility for recruiting volunteers for the summer program. As volunteers were identified, each was given an orientation packet developed by the program coordinator with the support of the publicity subcommittee. The packet described (1) program goals and objectives, (2) target population, and (3) administrative structure and the coordinator for each operational component.

Generally, volunteers were recruited and assigned to program components based on a match between the staffing needs and skills of the volunteer. Because of the demand for job developers, many inexperienced volunteers were assigned to the job development campaign. To compensate for their inexperience, a comprehensive, multi-level telephone sales training program was designed and administered by representatives from the telephone company. Each

job development volunteer participated in half-day sessions conducted bi-weekly from March through May.

Awards ceremonies were held to recognize volunteers as they completed commitments.

Each company that loaned volunteers was sent a "thank you" letter, and the mayor's office issued the city's Human Service Award to two company presidents who had repeatedly supplied personnel for the summer jobs program.

SECTION 4 PUBLIC RELATIONS

Introduction

Public relations serves three vital purposes: it promotes the program, helps to recruit participants and employers, and educates the community. It is a critical function, but one that is often overlooked.

Identifying Available Resources

Program operators should take advantage of every opportunity to inform people of the goals and operation of the program. Dependent upon decisions made during the planning process, the operator can identify facts, goals, and methods that can generate publicity and understanding by businesses, the community and young people.

Some operators have been able to hire a full-time public relations director. But for most, this is probably neither affordable nor necessary. The local chamber of commerce, or a participating company may be able to lend a public relations staffer to work for the program part time. A local advertising or public relations firm may be willing to donate time and talent, since this is an excellent way to gain visibility before potential clients.

Some groups have set up public relations advisory committees composed of top representatives of local media -- a publisher or managing editor of the local newspaper, news editors of local television and radio stations, and executives of public relations and advertising firms.

Reaching All Audiences

NAB's experience in reviewing local summer youth projects shows that cities with the most active public relations campaigns are the ones that are most successful. A sound, factual, and active public relations campaign promotes a favorable image with executives, the general public, and young people. It makes the campaign visible, and business, community leaders and young people proud to be a part of it. The account executive/job developer will have a far easier time soliciting job commitments if employers are already aware of the program and informed of its purpose via public relations exposure. There are several essential elements to an active campaign.

News Stories

Newsworthy events ensure media coverage. Progress reports, speeches by representatives of local companies on their experience and success in hiring youth, training sessions, testimonials of youth who have benefited, the announcement of the summer job commitment drive or the appointment of a new chairperson or director, are all events that can produce news stories.

Media Briefings

A media briefing can be held to announce the summer employment program, explain its goals, and encourage recruitment. Others can report results or talk about plans for the future program.

Editorials

Favorable editorials can be a big boost. Editorial page editors and writers should be kept informed. If the program operator does not know these editors, ask for an introductory meeting.

Company In-House and Local Publications

Company in-house publications can be extremely helpful in communicating with middle managers, front-line supervisors, and others interested in knowing why their company is hiring and training youth. Such stories help demonstrate that top management is serious about the program and expects company employees to do their part in making it a success.

Press Inquiries

Whenever reporters make contact, the program operator should try to respond with a story. For example, the operator can suggest that the reporter talk to personnel managers at participating companies. But be sure to make such referrals only if a willing and articulate spokesperson is available.

Speeches and Meetings

Audiences of business people and community leaders are an ideal forum for communicating the program from which the director/coordinator can talk directly to the people who are vital to success.

Advertising

Advertising is an integral part of any campaign to inform the public about the program and to convince employers they should join the efforts. Public service advertising is preferred because it is carried by the media at no cost. Commercial ads are carried when air time or advertising space is bought by the sponsor.

NAB Advertising Assistance

The National Alliance of Business, with assistance of The Advertising Council, develops effective public service advertisements for television, radio, newspapers and magazines and places them in the major media markets, throughout the country.

The material prepared for these national publications and networks also can be used locally. Copies of these advertisements can be obtained for local use from the NAB Regional Service Offices.

A wide variety of other promotional materials, also adaptable to local use, have been developed by NAB. These include brochures, posters, flyers, bumper stickers, counter cards, and pocket resumes.

If local adaptation is not feasible, the advertisements can be carried with NAB as the contact, in which case listener or reader responses are promptly sent to the appropriate NAB Regional Service Office for forwarding to the program operator.

Some examples of materials to be used in the 1983 summer program that can be adapted locally, are provided on the following pages.

Minimal/Non-Coordinated Effort

The chamber of commerce in a large Northeastern city arranged to make the youth employment program kick-off part of its annual Chamber luncheon. However, the kickoff was not linked to subsequent promotional activities carried out by other program sponsors. The local metro NAB distributed posters to key large and small businesses. The director of a local organization appeared on two local talk shows and developed a letter for mass mailing to employers prior to a scheduled telephone solicitation campaign.

The impact of these efforts was diluted, however, because of poor timing and the lack of continuity that might have linked one element with the next. When several organizations operate summer youth programs, coordinated promotional campaigns is a must.

Interested/Involved PIC Leadership

The coordinator of the PIC-sponsored program in a small Southeastern city effectively used members for public relations. One board member directed the publicity campaign. Others recruited volunteers with media skills or donated funds to finance the publicity.

A four-person publicity committee, including an employee of a local television station, was formed. The committee developed a full promotional campaign.

Other Community/ Business Leadership

The trade commission in a large Western city had sponsored the summer employment effort for 10 years. Each component of the program was carried out by a subcommittee. The publicity subcommittee's first working meeting was attended by the central program coordinator, the job development coordinator, a representative from the NAB regional service office and representatives from the local media. Available resources were identified and the meeting helped to refine and coordinate publicity campaign activities and schedules.

A press conference, used to kick-off the campaign, was attended by the mayor, other local government officials, and members of the commission who had key responsibilities for coordinating the summer program. Campaign activities were built around the job development campaign's phon-a-thon, scheduled for late May.

Localized television and radio service announcements were prepared and scheduled for broadcast from March through June. Localized print media materials were forwarded to each publication that had agreed to publish them one to four weeks before the scheduled phon-a-thon.

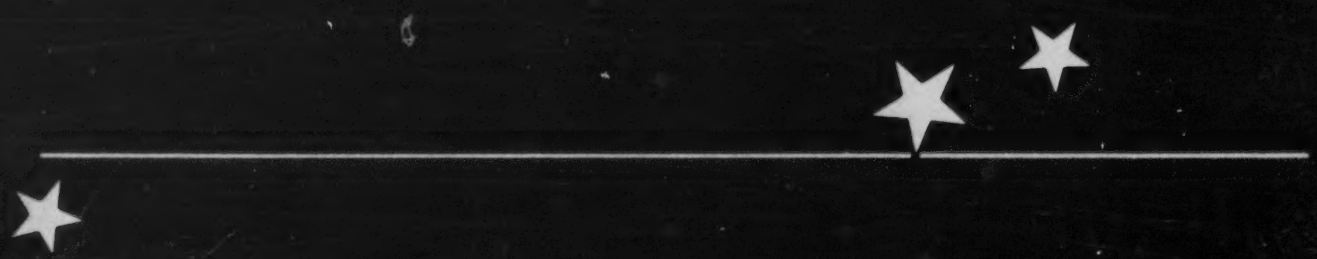
The theme of these materials was repeated in letters prepared for the job development campaign and in follow-up activities.

The committee, in conjunction with a community organizations, staged a poster contest to involve young people and to support the youth recruitment process.

The degree of coordination among the various components clearly enhanced the achievement of overall program goals and objectives.

SUMMER 1983 THEME

Used on Stuffer/Flyer, Bumper Sticker, Counter Card



ARE YOU RUNNING YOUR BUSINESS OR IS YOUR BUSINESS RUNNING YOU?

GET A LOT OF HELP AND A TAX BREAK, TOO

HIRE YOUTH THIS SUMMER

LET'S GET ALL OF AMERICA WORKING AGAIN

IS YOUR SMALL BUSINESS GETTING TOO BIG FOR YOU?

It happens all the time. You start out in a one-person shop and soon you need three to handle the job.

To relieve some of that pressure, why not take the advice of the National Alliance of Business.

Hire some of the needy and disadvantaged young people of America this summer. And let them put their muscles and minds to work for you.

Giving them work will not only relieve some of the pressure on you now, but it will make it easier for them to become part of the full-time labor force later on.

Hiring them can also help you in another very important way. Because a business that hires economically disadvantaged youth during the summer may get as much as an 85% tax credit on the first $3,000 of wages you pay them.

Write the National Alliance of Business at P.O. Box 7207, Washington, D.C. 20044 for more information.

And support your local summer-jobs-for-youth programs.

You'll be doing something for the community, for the needy youth, for your business, and last but not least, for yourself.

You'll also prevent your small business from becoming a very big headache.

LET'S GET ALL OF AMERICA WORKING AGAIN.

A Public Service of
This Newspaper &
The Advertising Council

NATIONAL ALLIANCE OF BUSINESS/YOUTH CAMPAIGN
NEWSPAPER AD NO. NAB-83-820—3 COL.

ARE YOU RUNNING YOUR BUSINESS OR IS YOUR BUSINESS RUNNING YOU?

If you're one of those typical business people whose nine-to-five day starts at eight and doesn't end until seven or eight, maybe you could use a little help this summer.

Just hire one or two of the thousands of young disadvantaged people looking for work this summer. And let them put their muscles and minds to work for you.

Giving them work will not only help your business now, but will help these needy young people get jobs in the full-time labor force later on.

Hiring them can also help you in another very important way. Because you may get as much as an 85% tax credit on the first $3,000 in wages you pay one of these summer employees.

For further information, write the National Alliance of Business at P.O. Box 7207, Washington, D.C. 20044 for more information.

And support your local summer-jobs-for-youth programs.

It will be beneficial to you. To your business. To the needy youth of this country. And to the community.

And, it will allow you to run your business, instead of allowing your business to run you.

LET'S GET ALL OF AMERICA WORKING AGAIN.

A Public Service of
This Newspaper &
The Advertising Council

NATIONAL ALLIANCE OF BUSINESS/YOUTH CAMPAIGN
NEWSPAPER AD NO. NAB-83-821—3 COL.

MAGAZINE ADVERTISEMENT

SUMMERTIME, AND THE LIVIN' AIN'T EASY.

Especially for one person like yourself who's trying to do the work of three.

And especially for so many of the needy young people in this country who want to work this summer, but can't find jobs.

So why not do something that will be beneficial to you. Something that will be beneficial to your business. Something that will help the needy youth of this country. And something that will help the community you live in, too.

Hire one or two of the thousands of young disadvantaged people looking for work this summer. And let them put their muscles and minds to work for you.

Putting them to work will not only help your business now, but will help these disadvantaged people get jobs in the full-time labor force later on.

Hiring them can also help you in another very important way. Because you may get as much as an 85% tax credit on the first $3,000 in wages you pay to one of these summer employees.

For further information, write the National Alliance of Business at P.O. Box 7207, Washington, D.C. 20044.

And support your local summer-jobs-for-youth programs.

Make living in the summertime easy. For you. And everybody else, too.

LET'S GET ALL OF AMERICA WORKING AGAIN.

A PUBLIC SERVICE OF THIS PUBLICATION & THE ADVERTISING COUNCIL

NATIONAL ALLIANCE OF BUSINESS CAMPAIGN
MAGAZINE AD NO. NAB-1439-83—7" × 10" [110 Screen]
Volunteer Agency: Grey Advertising, Inc. Volunteer Coordinator: Frank E. Davis, Jr., Koppers Co., Inc.

CM-2-83

Introduction

Before making a program operational, a vigorous recruitment campaign must be launched to obtain and involve account executives/job developers, employers, community groups and individuals, and youth participants.

Good publicity materials, such as brochures and perhaps a film, are helpful for recruitment. Schedule a series of meetings or receptions during the planning phase to enhance recruitment and to attract large audiences. Businesses that have participated in the past may be willing to underwrite costs.

Account Executives/Job Developers

Many summer programs rely on volunteers to contact employers for job commitments. These volunteers should be recruited from private industry and business and should have an understanding of youth employment issues.

Once the account executives/job developers have been recruited, schedule a day or more to orient and train them. Make every effort to be upbeat. Volunteers need to know that their work is important and can have a positive impact on the entire community.

Employers

Job commitments from employers are the foundation on which the program is built. Therefore, the first task of the account executive/job developer is to contact employers. They must try to reach top executives who set priorities and, when committed, can exert influence down the line.

While initial contact can be made by phone, follow up should be in person. The account executive/job developer has an important product to sell. Important sales are seldom made by telephone. Having a busy executive make a visit to another busy executive, the importance of the program is enhanced.

Additionally, regular contact should be maintained. Few businesses are likely to decide to participate on the basis of publicity and one visit. The account executive/job developer needs to determine when best to follow up and must maintain regular contact until a commitment is secured.

Initiating Contact with Employers

At the initial employer meeting, the job developer should carefully explain program goals and procedures. The employer needs to know what the program intends to accomplish, what jobs are suitable, which might be filled, and which lie outside the scope of the program, when youth will be referred to the employer, the referral sources the program will use (what agency or organization), the people to contact in case of questions or problems, and the required reporting procedures.

Selling the Program to Employers

Because the job developer is there to sell the program and its youth participants, the importance of hiring youth should also be explained to employers.

Job candidates should be presented honestly. Their capabilities should not be inflated nor should an employer be led to expect a skilled and experienced worker.

To sell the program, the program operator may want to consider taking along youth who have participated in the past. While this approach may not be effective with a corporate executive, it can be invaluable in recruiting smaller businesses. The account executive/job developer and the youth could make a call together, the youth serving as a "junior account executive". Or the youth can make presentations during meetings, receptions, or other recruiting events. A youth articulating the impact of a prior program can be a big selling point.

Job/Client Matching

Matching the right employer with the right young person is a key factor that contributes to the success of any summer employment program. Although employers may seek more experienced, mature, and skilled workers, the job developer should emphasize the importance of entry-level opportunities.

The employer must also be made aware that participation in the program is good business and that it will not interfere with normal operations. The availability of program staff to assist with problems should be emphasized. Employers should have a chance to interview young job candidates, and this should be stressed. The employer should also be assured that if serious problems develop, or the company feels that the youth selected is not right for the job, a replacement will be found subject to the employer's approval.

Considerations for Small Businesses

It often is difficult for a program operator to realize how many jobs are available in small businesses, so programs tend to neglect this important resource. Identifying the small business jobs available may be limited only by the imagination of the program coordinator and job developer.

Recruiting Local Groups

Before recruiting organizations to assist in the effort, the program coordinator should research their capabilities. The coordinator must be fully aware of the specific roles each organization can play, based on previous experience. While organizations may be assigned a variety of roles in the summer program, they commonly match and refer youth to available jobs. Since this function is as critical as securing the actual job commitment, the organizations must be reliable. The local government agency responsible for youth employment, or the school system may be able to help select the most suitable agencies. The same organizations that provide referral services may also offer planning and management support. (See Sections 1 and 2)

Establishing Referrals

Whether the referral agency is the local public sector program sponsor, a large community organization with neighborhood offices, the local school system or the state employment service, an orderly process is needed. The program operator may have the referring agency send youth to its office for referral to the job site. Or the operator may provide the organizations with copies of job orders and have them make direct referrals. The latter is more expeditious, since it shortens the time between youth recruitment and job placement.

Coordinating Procedures

The referring agency must understand the purpose of the summer program, who is to be served, and who is eligible. The agency must also know what types of jobs are available. In dealing with organizations experienced primarily with public sector employment programs, emphasize the private sector orientation of the program in briefings.

Youth Participants

Again, most operators will find it useful to enlist local government agencies, school systems, or organizations to recruit youth. In addition, the program should provide well-publicized recruitment sites where interested young people beyond the reach of these agencies can enroll.

Orientation

It is extremely important to develop an orientation program for the youth served. If recruitment is to be completed by a specific date, a half- or full-day session can be arranged at the referral agency or another suitable location. However, if applicants are placed continuously, ask the referral agencies to conduct ongoing orientation sessions. As an alternative, conduct a weekly session for all youth recruited during that week. It can be held by a local organization with a good track record in a job readiness program. But because of the short-term nature of the summer program, the program operator may decide on a two-step orientation: a brief session for all youth who apply and a detailed session for those hired a week after placement.

Whichever alternative is used, the orientation should cover the program's purpose and objectives, program procedures and policies, the job responsibilities of the youth, and the responsibilities of employers, including safety and follow-up.

Try to encourage employers to hold special orientation sessions for the youth they hire. Each participating business will have different rules and regulations and a program operator cannot be expected to cover them all adequately during general orientation.

Follow Up

Establish ongoing discussion sessions for youth, when feasible. If possible, use counselors who are familiar with the world of work. Local organizations, employment and training agencies, or educational systems can also be used.

Minimal/Uncoordinated Program

A Northeastern metropolitan city customarily conducted a private sector summer youth job solicitation campaign. Account executives and job developers were recruited through PIC board members, the chamber of commerce and an annual kick-off banquet. All jobs developed were turned over to the local employment and training office, which recruited and placed youth. Before being referred, each registered youth was screened for skills, interest, and work experience. But no one assumed responsibility for matching youth interests with jobs or for follow-ups with employers or the youth.

Involved/Interested PIC

A PIC in a Southeastern suburban city staffed its program with a full-time paid program director and a part-time job developer. They used loaned staff from PIC member organizations to develop jobs. Orientation and training were provided by a consultant team. Youth recruitment and referral operations were carried out by the youth staff using traditional employment and training office guidelines and criteria.

The program matched a youth's interests with job requirements and referred each to employers near his or her home. Before referral to employers, applicants were trained briefly in interview skills and job retention behavior.

Other Community/ Business Leadership

The business association in a large Northern city with a membership that represented over 100 local businesses and civic organizations ran a summer program. This membership provided an excellent resource for recruiting volunteers and was staffed by member's employees. Other staff were primarily young persons paid from donations made during earlier job development campaigns. The central program coordinator and the coordinators for other key program components were loaned executives.

More jobs were developed than there were youth to fill them. To restore a balance, the program coordinator worked closely with recruitment and referral offices on an early registration system. As early as April, high school counselors and job service personnel were informed of the program and were given an early registration packet containing forms, instructions and other information.

Follow Up

Follow-up assures that program objectives are met. It involves tracking program activities and services as the program progresses toward planned targets. Follow-up in the form of internal program monitoring provides a basis for managing, evaluating, and replanning.

Follow-up with business decision makers, referral agencies, youth and their supervisors, and media contacts is of utmost importance to the program operator. It is a way to check on employer satisfaction and increases the likelihood of more youth hiring in the future. Contact with youth participants improves their chances of acquiring proper work skills.

Follow-up also serves to assure smooth delivery of coordinated services among participating groups. In addition, feedback from the participating groups is valuable in planning program improvements.

Corporate Business Decision Makers

At a minimum, keep those who committed their business to the program apprised of activities and results. Also, solicit comments and recommendations and use them to improve the program. Make contacts by phone, letter, newsletter, or a mid-pledge reception. Send a "thank you" letter which includes information regarding job placement outcomes and a certificate of appreciation for participation.

Youth

During the planning process, establish procedures that will put a program staffer or a referring agency in touch with hired youth and their immediate supervisors. These contacts will constitute needed periodic follow-up. The program operator or the referral agency should be accessible to the youth and their supervisors, if a problem develops.

Be sure to recognize youth supervisors for their contributions to the program and solicit their comments and suggestions. They play a crucial role in assuring that the participants have constructive experiences.

Remember that youth participants can provide valuable information about their experiences. Their perceptions of program procedures and/or operations can be helpful in evaluation and in planning for other programs. The youth, too, should be recognized for their achievements. Perfect Attendance, Safety, or Productivity and other awards can be made through cooperative arrangements between the employer and the program operator.

Referral Agencies

Regular contact -- the best is a personal meeting at the site of the job — with the referral agencies is essential. The crush of a program, however, may make this impossible. But the program

operator should maintain regular telephone contact with referral organizations and should consider holding periodic meetings of all referring agencies.

Within two weeks after referrals begin, job developers, and those actually making referrals, should meet and iron out any problems.

Maintaining Media Contacts

View publicity as an ongoing effort, although it can be scaled down as the summer progresses. Though advertisements may stop in August use follow-up stories on specific young people and employers to highlight and showcase the program.

Too often the public never hears about the program again after the kickoff. Make it known for its success to assure greater success in the future. Also, a successful program makes employers proud to participate and raises the self esteem of participating youth. This, in turn, improves their employability.

Minimal/Non-Coordinated Effort

In a Southeastern city, program sponsors attempted to coordinate a program. First, a weekend retreat was scheduled to outline an overall plan. Second, each sponsor contributed $5,000 to cover the cost for administration. The results however were not a true, collaborative effort. Some applicants got several job referrals while others were never contacted. Worse yet, the record keeping procedures were so loosely administered that plans for job referral and follow-up were cancelled.

Interested/Involved PIC Leadership

"Public-Private Jobs for Youth" was this PIC's first attempt to coordinate its Midwestern town's program. The obstacles seemed insurmountable, but a well developed plan, together with PIC persistence, paid off.

Interest was high during initial planning sessions. However, when the PIC assumed overall coordination, leadership and oversight, the number of local businesses involved dropped significantly.

The PIC's board arranged follow-up meetings with major business executives in an attempt to correct misconceptions regarding the program and its organization. The board succeeded in eliminating baseless mistrust. As a result, businesses loaned senior personnel to direct the publicity campaign and to computerize data collection processes.

The results were impressive: some 400 youth were employed in unsubsidized jobs. This was more than double the number of public service jobs lost to budget cuts.

What's more, during follow-up interviews, 40 percent of the employers committed jobs for next year's program.

"Thank you" letters sent to employers' account executives and volunteers reported the program's success.

Other Communities/ Business Leadership

Operated by a consortium of a Northwestern city and surrounding counties, success was attributed to a good action plan and good program monitoring and follow-up. The program was so successful that few refused to participate. As the program progressed, each phase was publicized to foster new and increased participation.

During the kick-off, the program coordinator announced that the largest local insurance company had volunteered three employees who would visit other local insurance executive and urge them to develop jobs. Their efforts found 300 jobs, one-fifth of the goal.

A training specialist from the employment and training office in one participating county volunteered to conduct mini-employment and

job retention workshops for all youth applicants. After publicizing this in a local newspaper, the central program coordinator approached training specialists in the other counties and they agreed to conduct similar workshops in the tri-county area.

SECTION 7 PROGRAM EVALUATION

Introduction

Evaluation of program effectiveness should be an ongoing start-to-finish process. However, the most intensive evaluation should be made as activities are completed, when the program director writes a final report and looks ahead to next year's program. The operator should compile and analyze all of the collected data and answer pertinent questions, such as:

- Has the program been administered well?
- Can the program be improved?
- How many young people applied?
- How many were placed?
- How many successfully completed the program?
- How many employers were contacted?
- How many employers committed jobs?
- How many hired a young person?
- What impact did the program have on the youth employment problem?
- What impact did it have on the community?
- How many volunteers participated?
- How many organizations participated?
- Which method(s) succeeded best in recruiting and placement?
- Which organizations can best implement successful recruitment and placement?
- What were the most successful advertising techniques?
- How did relationships between project and employers, agencies and institutions develop?
- What barriers were encountered in developing the relationships and how were they overcome?
- How effectively does the program model address project goals?
- What process was used to develop commitments of jobs, identify participants, and match their interests with jobs?

Level of Evaluation

The thoroughness of evaluation depends on the program's purpose and the time and resources available. At a minimum, make a tally of how many job commitments were made, how many youth were referred, and how many were actually hired. Such basic data can also be used during the summer to demonstrate the success of the program to the media, the community, and business leaders.

Evaluation data can show that a program works and can highlight key factors that contribute to success. It can also provide feedback for improving the program, while the program is in progress and for the future. It the information system has been structured adequately, it can isolate which aspects of the program succeeded and which failed.

Evaluator's Responsibilities

For a more sophisticated evaluation, involve someone with professional evaluation skills during the planning process.

The evaluator can work with the staff to identify what data is needed and how and in what form it should be collected. He or she can set up procedures for accurate data transmission and its receipt during operations.

Securing and Evaluator

Here are four ways to secure an evaluator:

- Ask a large corporation to lend research personnel for a specified time.
- Hire a consultant.
- Hire an evaluator or evaluation staff.
- Find an interested graduate student in a field of study such as social work, public administration, or who is collecting data for a thesis or dissertation.

Reports

Any evaluation should measure the extent to which the program's objectives have been met, the criteria by which results are measured.

The final report should summarize the program's successes and problems and make recommendations for future planning.

Interim reports can supplement the final report. They should be designed to keep everyone informed of the campaign's progress, to encourage team spirit, to spur the job commitment effort, and to excite media coverage. Release interim reports in a timely, sequential order. Interim reports also provide for fine tuning the program while it is in progress.

Staffing

The kind and number of staff members needed depend on the complexity of the planned evaluation. Record keeping and reporting provide the raw material. If records are kept on job commitments and hires, the account executive/job developer and the referring agency must be responsible for filling out and returning the necessary forms. The program director/coordinator tabulates such data and summarizes results in a final report.

Minimal/Non-Coordinated Effort

As in previous years, this large Northeastern city continued to operate a program that focused on developing large numbers of job pledges, but little else.

Job pledges were simply turned over to the local job service office. There was no follow-up. The operator often proudly announced the number of pledges received but was silent about the number of jobs actually filled.

Interested/Involved PIC Leadership

In a small, Midwestern town, the PIC board established a planning, management and evaluation system for the administration of the summer program. Criteria for selecting the program director included skills in implementing the system.

Once a plan for the program was drafted, the director met with the coordinators to help them develop and integrate their plans and established data collection procedures.

The program ran smoothly, since all involved knew what they had to do, how they were going to do it, and how it would be evaluated.

Other Community/ Business Leadership

A local accounting firm in a Southeastern community assumed responsibility for setting up record keeping and data collection procedures to evaluate financial and program performance.

An account executive from the firm attended each planning session and arranged individual meetings on problems requiring special attention, such as job matching. His firm donated computer time. He also worked with the job services coordinator and redesigned the standard form used to collect essential information.

The following case studies describe programs at selected sites. While not presented as exemplary models, they illustrate what happened at those sites, what succeeded, and what changes need to be made.

In most cases, the programs were strong in some areas and weak in others. They can be instructive for any organization working on a summer youth employment program.

Contact the National Alliance of Business for further information on these and other programs.

CASE STUDY NO. 1

TITLE	**PASE (Positive Approach to Summer Employment)**
OPERATORS	Newark Private Industry Council, Inc. Prudential Insurance Company of America
COOPERATING AGENCIES	Community-based organizations, small businesses
PROGRAM DESCRIPTION	PASE was designed as a pilot project to provide local private sector funding for summer youth apprenticeships in small businesses and neighborhood agencies. Prudential Life Insurance Company initiated the project with a pledge of $25,000 and asked other local corporations and foundations to contribute. The $125,000 raised was used to place 181 youths in summer jobs. Thirteen community organizations developed jobs in 144 neighborhood businesses, recruited youth participants, and provided support services for the eight-week project. The small businesses contributed a nominal fee equivalent to five hours of salary for their apprentices. The Newark Private Industry Council (PIC) administered the program with assistance from a loaned executive from Prudential Insurance Company.
PROGRAM GOALS AND RESULTS	The goal of PASE, to raise $100,000 to $150,000 to pay youths $3.35 for 25 hours per week, was reached. Though the project did not require that youth meet employment and training office (E&TO) eligibility, it did target the program to economically disadvantaged youth.
PROGRAM FEATURES	**Planning and Management:** The project was planned and initiated by the Prudential vice president of public affairs, who also was the PIC chairman. An analysis of community needs indicated that summer youth jobs were high priority in most neighborhoods. Discussing this problem with a community leader, the Prudential executive recognized that jobs in large corporations could be intimidating to youth, and while small businesses had job opportunities, they could not afford to hire youth. The executive proposed that large businesses pay for small businesses to provide youth with jobs. The Prudential Foundation pledged an initial $25,000 and, through letters and follow-up visits, obtained support from many companies and foundations, such as Public Service Electric and Gas, New Jersey Bell, the Victoria and Schumann Foundations, and the Turrell Fund. The PIC began the planning, organization and development of the project in early April. A meeting in late April was attended by representatives of 13 community organizations, who enthusiastically agreed to develop jobs, recruit and screen youth, and handle administration. The PIC staff coordinated the project and developed program materials, forms, and administrative procedures. Because of the many agencies and employers involved, the age of participants, and

state requirements, several forms were needed by the coordinating office. During planning meetings, representatives of community agencies were informed of the procedures to be followed in filling out the forms. Though no specific process for recruiting youth or developing jobs was required, it was important that all forms be completed and submitted before youth could be placed in jobs.

It took 12 weeks to plan and organize the project. In addition to the PIC staff, the Prudential loaned executive and staff from neighborhood agencies, two summer youth were hired by Prudential to help coordinate monitoring and fiscal procedures. Monitoring was handled by the community agencies who could hire one or two youth financed from the project's budget.

Despite the short time for planning and developing the project and differences among the agencies and employers, the project was well organized and managed.

Participant Recruitment: Neighborhood agencies recruited youth who were at least 16, were in school or would graduate in June '82, and who came from disadvantaged homes. Agency staffs indicated they had a large pool of qualified youth. Most agencies contacted youth directly for interviews and completed the necessary forms. All youth applicants were required to have social security numbers and working papers for those under 17. Many of the agencies coordinated youth selection and job matching with school counselors and administrators. All agencies were asked to select a cross-section of youth by race and sex.

Orientation was done by NPIC/PASE before youth reported to work. A half-day session including lunch was held at Prudential. Youth were given packets containing guidelines for the program, information on paydays, deductions and a breakdown by hour of weekly check amounts, and a check-cashing identification card. Orientation was reinforced by counseling and follow-up by the community agency staff throughout the summer.

Some agencies held weekly meetings and reported that a support group and "buddy" system was developed among participants. Participants helped each other in determining how to handle problems with the "boss," job boredom, how to save money, and other work-related and personal problems. These meetings and individual counseling sessions were very important in some situations, for example, a youth had not worked before and had come from a family of third generation welfare recipients and, therefore, had no working role models.

Job Development and Placement: All jobs developed by community organizations were with a small neighborhood business. Each

employer was required to sign an agreement at the time a job commitment was made. Most businesses approached were willing to participate. Those which did not said they had already hired for the summer or could not afford to participate. All were pleased with the concept of a youth apprenticeship program.

Jobs filled included construction helpers, butchers' apprentices, stock clerks, maintenance workers, hairdressers, waiters, salespersons, secretaries, painters, and auto mechanic helpers. Most youth worked five hours a day. (PASE paid a maximum of 25 hours per week and the employers a minimum of 5 hours). Youth were paid weekly by PIC check. Employers paid by check and cash, and some paid bi-weekly. All youth received the minimum wage of $3.35, although some employers paid more and some allowed youth to work as many as 40 hours.

PASE and employers were required by state law to deduct FICA payments from student wages. Employers were also required to pay unemployment compensation on the number of hours they paid the participants. All state and federal taxes were waived.

It was considered very important to match the right employer with the right participant. Many of the employers were small family businesses and, at first, they did not welcome employees from outside the family or another race. Their agreement to accept such outsiders established precedents and developed new cross-cultural relationships. But, attempts to place youths in non-traditional jobs were met with strong resistance from employers. For example, the placement of two females in a printing shop was one of the few instances where sexual stereotypes were overcome.

Employers generally were pleased with the youths' performance. A few complained about laziness, poor work attitudes and habits. Less than 10 percent of the youth were terminated and these only after employers repeatedly warned them about tardiness or absenteeism. In one instance, a participant was caught stealing. Nevertheless, he was kept in the job and allowed to repay the stolen money, an indication of the employer's strong commitment.

Job sites were monitored by community agencies. Generally, the employers felt the monitoring was adequate, although some felt there should have been more contacts and visits. Agency staff did not intervene in instances of difficulty unless called directly by the employer. Youth appealed for help when they were in danger of being fired, but agency staff generally assumed no responsibility to negotiate beyond conferring with the employer and participant.

As the program end neared, each participant was required to write a letter of resignation to the employer. This procedure was not only

good practice for the youth, but it also protected employers from having to pay unemployment compensation.

Public Relations: There was little publicity because Prudential viewed the program as a pilot project and wanted to see if it would work. Some of the community groups and employers, however, suggested that publicity would be helpful.

Evaluation. Ongoing evaluation showed when adjustments were needed and resources needed to be shifted. Early in the program, when it was found that delivery of timesheets and pick-up of paychecks imposed a burden on some community groups, Prudential provided a company car and assigned this responsibility to two youth employees.

At the end of the program, evaluation questionnaires were given to all participating youth, employers, and community organizations. The returns were 65 percent, 63 percent and 85 percent, respectively. The resulting information was used to write a final report.

According to the survey, youth rated the program as "superior." All but one said they would like to be in the program again, but the lone dissenter said he would like to go back to the same job. And only 10 said they would prefer not to go back to the same job. Some of their comments: "makes you deal with real work," "a smile is worth a lot," "until now I thought going to work was a waste of my time and knowledge," "program was not long enough," "placement method could have been better," and "not bilingual, placed in job where being bilingual was necessary."

Employers also rated the program as superior and only three (4 percent) indicated there were problems. Employer comments were: "employee a credit to his family," "pleased with community organization of the program," "employees should get more money," and "poor work habits."

The community agencies rated the program very good. They all agreed it was a workable concept and that it needed publicity. Some of their comments: "need more lead time and less paperwork," "provisions should be made to accommodate special students," "let employer select applicants," "expand program to out-of-school youth," and "allow college students to participate."

PUBLIC/PRIVATE INVOLVEMENT

The PASE program concept requires a strong commitment and high level of involvement by the PIC, business community and neighborhood organizations.

Prudential, as a large corporation and major employer in Newark, conceived the idea, initiated the program, obtained support from other corporations and foundations, pledged money, and provided leadership and in-kind services.

The Newark PIC administered the program, prepared program materials and forms, coordinated activities, maintained financial records, insured participants, and contributed staff time.

Small businesses committed resources and served as mentors for participants.

Many community agencies were involved in job development, recruitment, placement, counseling, and monitoring. They represented a broad base of Newark's population and included:

Coalition Six, Inc.

Community Business Owners Association and Urban League

F.O.C.U.S.

Newark Coalition for Neighborhoods

North Ward Center, Incorporated

Roseville Coalition

St. Columba Neighborhood Club

Ironbound Community Corporation

Ironbound Educational & Cultural Center, Incorporated

La Casa de Don Pedro

The Leaguers, Inc.

Tri-City Peoples Corporation

Unified Vailsburg Services Organization

SUMMARY

Among the exemplary features of the Newark PASE program were:

1) the leadership role taken by a private company in cooperation with the Private Industry Council;

2) the excellent program design;

3) the funding of small business job slots by large corporations, and

4) the use of community organizations to develop jobs and place youth in their neighborhoods.

The PIC director attended the NAB North Atlantic Region's training session and used the technical assistance guide to plan and develop the program.

CASE STUDY NO. 2

TITLE	**Summer Jobs for Youth**
OPERATOR	Private Industry Council/NAB Metro Richmond Chamber of Commerce
COOPERATING AGENCIES	Henrico-Chesterfield-Hanover CETA Consortium, New Horizons, Rent-A-Teen, Virginia Emloyment Consortium, RAMPS, Richmond Urban Institute, Richmond Urban League
PROGRAM DESCRIPTION	The PIC/NAB/Chamber program was an expansion of the past NAB summer campaigns that had been successful in the Richmond area. The program operated through several committees formed by loaned executives: the Business Committee was responsible for job solicitation; the Youth Committee conducted school assemblies, and interviewed and registered youths; the Placement Committee was responsible for matching youths to jobs; and, the Incentive Committee handled the allocation of contributions. The CEO of Central Fidelity Bank was chairman of the program. A series of phon-a-thons, staffed by volunteers, used facilities of the Chamber. Members of the Retired Teachers Association also made phone calls from their homes. The governor worked the phone bank for a while and appeared in public service TV announcements to promote youth employment. A Career Opportunities Fair, coordinated by the PIC Career Education Committee and area guidance counselors, provided information. Virginia Commonwealth University computerized the job matching process.
PROGRAM GOALS AND RESULTS	The goal was 1,000 unsubsidized placements, but the mayor asked that it be increased to 1,500. By the time the program ended, it had placed 1,084 youths. An additional 5,844 youths were employed by local businesses, and over 1,570 youths found employment through cooperating agencies.
PROGRAM FEATURES	Planning and Management: A January meeting was held for all area youth agencies. They established program objectives, outlined publicity plans, and established a goal of 1,500 placements. A PIC/NAB staff person was designated as special projects director and specific duties and responsibilities for key staff members were outlined. The PIC/NAB staff developed the forms for recruiting students. In February, during the second meeting, the group drew up a budget and approved systems for job development and student recruitment. Of two executives from Phillip Morris = one became executive coordinator and the other chairman of the Youth Committee. A business person experienced in fund-raising volunteered to serve as a consultant for public funding.

Committees were organized to carry out major functions. Committee efforts were kicked off at a cocktail party held at the chamber, with the Optimists and Kiwanis clubs, the Urban League, the Jaycees and the Retired Teachers Association participating.

Over 250 volunteers and an entirely new staff worked on the program. Orientation and training was provided by the NAB Regional Service Office, and a meeting was held with an ad hoc committee formed from the previous year's staff. A timetable was developed and specific tasks were outlined and assigned to staff and volunteers.

Participant Recruitment: The Youth Committee, began interview and registration of high school students in February. School assembly programs acquainted youth with the application process. Recruitment and registration were coordinated with the school counselors. Computerized job aplications were designed for use in the program.

A Career Opportunities Fair, coordinated by the PIC Career Education Committee and area guidance counselors, provided youth with information on the program. The Urban League coordinated recruitment of area college students.

Virginia Commonwealth University computerized information from youth applications and available jobs and provided the PIC with an information package so that youth could quickly be matched to jobs. Over 2,500 high school and college students registered.

Job Development and Recruitment: The Business Committee was responsible for coordinating the pledge campaign and job solicitation. Central Fidelity Bank CEO hosted a cocktail party at the bank to solicit commitments from large area employers, and the executive appeared on TV to encourage the cooperation of other employers.

A series of phon-a-thons was held from the chamber. Volunteers were trained during a two-day seminar.

The Virginia governor endorsed the program, manned a phone on two occasions, and made a TV and radio public service announcement.

A Youth-A-Thon followed up on job pledges and monitored employers' responses. Youths also called small businesses to solicit jobs. The Rent-a-Teen Club, a youth-run enterprise and one of the cooperating agencies, was active in job solicitation and placement.

The Placement Committee, composed of personnel professionals, volunteered time to counsel and prepare youths for job interviews.

The Incentive Committee, made possible through a corporate grant, concentrated on placing minority and low-income youth. Its goal was to place 607 youths with private or non-profit employers. Grant requirements stipulated that private employers subsidize 50 percent of a youth's wages; wages paid by non-profit agencies could be fully subsidized.

Employers indicated strong support for the program. A local amusement park, which hires large numbers of youth each year, provided jobs. It provided orientation sessions and incentive program that were effective in helping youth employees develop good work habits. Other employers indicated satisfaction with participants.

Public Relations: The publicity campaign began early in March with public service announcements, speeches and interviews. The governor's special public service announcement in July gave the program a shot in the arm. A newspaper ran an editorial on the program and frequent news stories and articles. The local edition of Afro-American also provided coverage.

NAB promotional materials were used as models for posters, flyers, and brochures.

Evaluation: The program was evaluated in weekly reports that later were assembled as a final report. It was distribvuted to everyone who worked in the program.

PUBLIC/PRIVATE INVOLVEMENT

The Richmond program demonstrated broad-based community support. Leadership from the private industry council, which shared staff with the Chamber and NAB, was instrumental in bringing together 250 volunteers and 76 business and civic groups. The PIC provided overall coordination, acted as an advisory group, and provided funding through Title VI for postage and clerical help.

Several corporations provided a variety of support. Central Fidelity Bank's CEO chaired the summer program and hosted the kick-off and closing receptions. Phillip Morris loaned two executives; one chaired the Youth Committee and another acted as Executive Coordinator. A Reynolds Metal executive chaired the Business Committee.

Other contributing organizations included Junior Achievement, Optimists, Kiwanis, Retired Teachers Association, Virginia Commonwealth University, Afro American Newspaper, and the Governor's Office.

SUMMARY

Among the Richmond program's outstanding features were the broad-based and high level support from the state governor and

business community, the PIC/NAB/Chamber leadership; and the Youth-a-thon. The project essentially was an expanded version of the previous NAB summer youth program during which job pledges were solicited and turned over to the Virginia Employment Commission. This subsequent expanded effort linked job solicitation with recruitment and placement of youth and provided overall coordination through the PIC. The project was funded by the NAB Mid-Atlantic Regional Office which provided technical assistance and promotional materials.

CASE STUDY NO. 3

TITLE	**"SEEK" (Summer Employment Encourages Kids)**
OPERATOR	WHIO-TV - lead organization for a coalition of city and county government, the business community, labor, city and county schools, and community organizations.
COOPERATING AGENCIES	A coalition of organizations including Montgomery County, the City of Dayton, city and county boards of education, the chamber of commerce, the Urban League, and labor.
PROGRAM DESCRIPTION	SEEK was designed to serve junior and senior high school youths who are economically disadvantaged but with good academic standing. It represented the first effort of a public/private coalition to design, develop, and implement a private sector summer youth employment program. The project, administered by the chamber of commerce, solicited 257 job commitments from Dayton's major corporations, smll employers, and neighborhood businesses. It placed 214 youths in a variety of full and part-time jobs. Television and radio public service announcements solicited jobs and the mayor and county commissioner participated in press conferences and other activities to generate employer interest and support. Youth were selected, screened, and placed by the city and county boards of education and the Urban League. Most of the youth worked in private sector jobs for 6-8 weeks. Some employers continued the youth in part-time jobs through the school year.
PROGRAM GOALS AND RESULTS	SEEK sought to fill the gap left by the loss of 650 federally-funded jobs for youth in Montgomery County. The Steering Committee evaluated the project as highly successful. The 257 job opportunities developed would otherwise not have been available and the placement of 214 youth far exceeded expectations for a late, first-time project. The success provided the impetus needed to continue SEEK as an ongoing public/private partnership.
PROGRAM FEATURES	<u>Planning and Management</u>: The initial meeting, convened in March by WHIO-TV, included representatives of Montgomery County, Dayton, city and county boards of education, the chamber of commerce, the Urban League, and labor. They agreed that a coordinated approach would enlist the cooperation of businesses throughout the county. The coalition named the program, Summer Employment Encourages Kids (SEEK). A steering committee was designated, and the WHIO-TV director of community relations was selected as coordinator. Acting quickly, the coordinator visited several summer youth projects in other cities to see what had worked before. Technical assistance from the National Alliance of Business used to establish a timetable and set up the program. Because of the late start, all parts of the program had to be developed simultaneously.

This was accomplished when representatives of the steering committee each took responsibility for a part of the project and drew on the NAB Summer Youth Technical Assistance Guide and their own staffs for support.

Participant Recruitment. Youth were recruited by the Montgomery County and Dayton city schools through existing mechanisms. Both had established procedures for recruiting, processing, and placing youth through previous programs. Candidates for SEEK were certified as disadvantaged by the E&TO, and SEEK asked that special attention be given to their school attendance records, grades, and demonstrated interest in working.

To ensure recruitment, the chamber of commerce acted as the administrator for the contract signed by the boards of education and SEEK.

Despite the contractual agreements, problems arose in the screening and selection of youth -- some youth placed were in college or were school dropouts. The city also had trouble getting certifications completed to refer students by employer deadlines. Additionally, the contractual agreements did not clearly designate who was responsible for each activity or task, creating confusion and difficulty in coordination.

The participants placed in sponsored jobs (jobs with non-profit agencies funded by donations) were supported with regular visits from a school counselor.

Youth participants and employers reported that the experience was mutually beneficial and provided good work experience and personal growth opportunities. Employers were generally pleased with the quality of the referrals and the performance of the youth. They were almost unanimous in their support of the program and interest in continuing with the program next year.

Job Development/Placement. Job development began during the initial April news conference. Next, the chamber of commerce president sent a letter to CEOs of the area's 100 largest businesses. Loaned executives from the NAB Metro were designated to follow up with each of these executives. A solicitor's handbook, with suggestions for follow-up activities, was developed and distributed.

The Steering Committee decided to work at many different levels throughout the county. A letter was sent to all chamber members two weeks after the CEO letter went out. To involve small businesses, letters were sent by the City Wide Development Corporation (the quasi-public development arm of the city) asking them to designate available summer jobs to SEEK applicants. The City of

Dayton's Priority Board (the citizen participation arm) agreed to canvas neighborhood businesses for potential employment. A training session was held and a special handbook was designed for its needs.

At a meeting of Townshop Trustees, the president asked the trustees for their assistance. Dayton's mayor invited small business owners to a breakfast to learn more about SEEK. Steering Committee members made additional calls to CEOs and other area businesses to expand the number of jobs offered and to request financial donations.

Sixty percent of the jobs and the money contributed went to the city and 40 percent to the county, in keeping with the losses they suffered through federal cutbacks. The boards of education, in conjunction with SEEK, designed a supervisor's manual and forms, including a work site agreement, job development form, student introduction letter, and confirmation-of-employment card. All bore a SEEK logo. And all paychecks were stamped SEEK, facilitating an end-of-the-summer audit.

The school system was also given responsibility for placement on the basis of information obtained by the job developer. Contributions from companies and individuals were used to place youth in "sponsored jobs" with non-profit agencies.

Here's how the placement process worked:

1) A job offer was received by SEEK

2) A job developer visited the potential employer and filled out a form that specified job requirements and qualifications needed

3) An interview schedule was set up

4) The information was turned over to the appropriate school system

5) Each job was matched with two students to give the employer a choice.

The students were given a letter of introduction and a reply card so the employer could let the referring school know which student was to be hired. Students who missed interviews were eliminated from the program. A copy of the completed record was returned to SEEK by the school system.

Difficulties, which might have been avoided through better and more timely planning, arose in both the job development and placement phases:

NAB Metro loaned executives were designated to follow-up on the CEO solicitation letters since they were uncomfortable calling on these executives, some did not call at all. NAB's internal difficulties hampered its ability to help.

Solicitation letters were not sent until mid-April. Small businesses were contacted even later. By then, many had already completed hiring for the summer. Some businesses needed to fill vacancies immediately and the job opportunity was lost to walk-ins or others.

Job requirements and the identification of inappropriate jobs posed minor problems. Some of the jobs were part-time. Several could not be reached by public transportation. A few required a driver's license and sometimes a car. One job was open only to candidates with no traffic violations. And some were offered only on a commission basis with no regular pay.

SEEK had a continuing problem in getting TJTC eligible participants certified through the Dayton Employment Security Office.

Some non-profit agencies job sites lacked supervision or had not been certified.

The system of matching participants to employment opportunities was not always satisfactory. Both the assessment of student skill levels and specific skill requirements were inadequate in some instances.

Public Relations: To compensate for the late start the project relied heavily on media coverage. The coalition held a news conference in April to announce the kick-off. All local media attended and coverage was excellent. A similar level of support for SEEK and its role continued throughout the summer. News articles, television and radio news reports, public affairs shows, and newspaper editorials enlisted the aid of business and encouraged community participation. Public service announcements for both radio and television were used by all stations during June and July.

Dennis Dunkelberger Advertising, Inc., working without a fee, designed the SEEK logo and stationery, ran the first news conference, and wrote the public service announcements. Other promotion consisted of articles in a local personnel newsletter, the Metropolitan Church newsletter, and the City of Dayton newsletter.

Members of the coalition sought every opportunity to promote SEEK at service club luncheons and other public occasions. Failures were publicized, along with successes. At a final press conference in September, SEEK released a report which analyzed the summer's program and made recommendations for the future.

Local media were important to the program and responded favorably. Although hampered by the late start, a few problems arose: some of the speaking engagements were not handled well and a few key organizations were contacted late.

Evaluation. While no detailed evaluation was made of the program, the project staff surveyed employers and youth participants, collected basic data on activities, and drew up a final report.

SEEK's final report summarized the summer's project as follows:

Project Outcomes. Over 89 percent of county participants in private sector jobs completed the full summer, and 75 percent completed their non-profit placements. In Dayton, 95 percent in private sector jobs completed the full summer; 86 percent in non-profit placements completed theirs. Students terminated were fired, quit for a better job, never reported to work, or refused new assignments.

Employers surveyed in mid-August indicated a high degree of satisfaction. Most employers said they would participate again. Some employers elected to keep on their students part-time during the school year.

Youth responses indicated that the participants learned a great deal from the experience.

Recommendations. Contact school counselors early in the school year to discuss student screening and basic skills assessment. Gather information on the level of knowledge in English, math, and other subjects and proficiencies required by employers. Alert school counselors to their role in preparing youth for jobs.

Have city and county training programs refer candidates for private sector jobs to the SEEK staff for interview in April. Make a member of the SEEK Steering Committee or the PIC/Chamber a part of each interviewing team. Have SEEK staff member and a business representative select a pool of youth who can be matched with private sector jobs by early June. Refer youth who are eliminated to the boards of education for placement in public sector jobs. Set an early June deadline as the last date job orders will be accepted from the private sector.

Develop a list of approved public sector jobs sites from recommendations made by the public and private sector groups concerned. Have the boards of education select, refer, and pay students assigned to public sector positions.

Check with cities around the state to see how they worked with the state bureau of employment security on TJTC referrals.

Hold an orientation session for students selected by SEEK; include a pre-job interview workshop and a job preparation workshop.

Extend the SEEK work week to a minimum of 20 hours at the minimum wage. Make sure opportunities are not confined to the worst jobs available. Stress to employers that SEEK will try to help when problems arise with a student and if necessary, replace the student.

Hold Phon-A-Thon for general solicitation. Use a trained and dependable team of individuals for follow-up calls and solicitation letters. If possible, use volunteers from community organizations who have an interest in youth.

Coordinate all private sector youth employment programs with SEEK to avoid duplication.

Have representatives from business and industry meet with interested students during the winter to discuss private sector needs, job requirements, job performance standards, and other such basic skills.

PUBLIC/PRIVATE INVOLVEMENT

SEEK was the first effort to design, develop, and implement a private sector summer youth employment program in the Dayton area. The coalition of city and county governments, the business community, labor, city and county schools and community organizations, was formed in response to the elimination of 650 public service jobs. Key roles played by the following contributed importantly to SEEK's success:

WHIO-TV proposed the formation of SEEK and served as catalyst. It provided its director of community relations as a loaned executive to coordinate the project and donated time for public service announcements and contributed other support.

Montgomery County and the City of Dayton, using a coordinated PIC structure, were actively involved in the advisory group, assisted in private sector marketing, certified youth participants, and provided administrative funds. The mayor and county commissioner served on the advisory board, participated in news conferences, and made phone calls to local businesses. The mayor hosted a breakfast for small business owners.

The Greater Dayton Area Chamber of Commerce served as the administrative arm of the project, was represented on the Steering Committee, sent letters to the top 100 CEOs in Dayton and to its members, and provided in-kind support.

SUMMARY

Local leaders and groups forged a genuine partnership between the public and private sectors and established a successful and continuing program. Information and assistance from the Boston PIC, Bandeis University, Cincinnati Summer Youth Program, and the NAB Technical Assistance Guide contributed importantly to the success of the program.

Here are some of the outstanding features of Dayton's SEEK program:

- a private company assumed leadership
- cooperation among coalition members was high and effective
- with only three months of planning and development, effective links were forged between schools, employment and training offices, and the private sector
- substantial funds were raised through grants and contributions: $33,000 from the private sector; $46,000 from Dayton's PIC; $43,000 from Wright Patterson AFB, and contributions in-kind from many others
- all donated funds were used to pay youth (salaries) except for $5,000 which represented the salary of a placement coordinator.

CASE STUDY NO. 4

TITLE	**California Youth Employment - Summer '82**
OPERATOR	State of California
COOPERATING AGENCIES	Governor, Assembly Speaker, Senate Pro Tem, Health and Welfare Agency, Employment and Development Department, Department of Education, Department of Economic and Business Development, and the Western Regional Office of the National Alliance of Business.
PROGRAM DESCRIPTION	This pilot project was designed to channel state assistance to several California areas and to prepare the way for a more extensive future program. It constitutes a model because of its future features: Local Initiative. The project was organized to foster and support programs at the local level. Originally, state assistance was required by local officials and business leaders. Strong Public/Private Partnership. Government resources were used to place youths in private sector summer jobs. A key element was the close working realtionship between state and local representatives — particularly employment and training offices and local business leaders. Support of Existing Programs. It built on existing summer youth activities and focused on the local private sector. NAB Model. The project was patterned on a highly successful model program fostered by NAB at several sites throughout California during the previous year, when a coalition of business and government organizations recruited and placed youths in summer jobs. Concept. The California project developed a concept that could be used by an locality to run its own program of local business community projects supported by assistance from the state. Task Force. Representatives from the Governor's Office, State Legislature, Health and Welfare Agency, Employment Development Department, State Employment and Training Office, Department of Education, Department of Business and Economic Development and the National Alliance of Business formed a task force to provide technical assistance to six communities seeking to adapt the NAB model to differing conditions.
PROGRAM FEATURES	A highly successful project operated jointly by the San Francisco Mayor's Office of Employment and Training and the San Francisco Private Industry Council, with NAB Regional Office participation, served as a model. It contained the elements needed to build upon existing programs and activities and yet avoid duplication.

The task force recognized that several youth employment program in the state were operating at less than optimum levels in the summer of 1982. Despite their diversity and relative success, state officials saw that greater efforts were needed to find summer jobs for youths. For 1982 a 43 percent youth unemployment rate was predicted, with even higher rates for minority youths. The lack of government funds, combined with increased emphasis on the private sector in employment and training, impelled the task force to develop a private sector program.

The task group decided that it would:

- Use the NAB model as San Francisco, Oakland, Torrance, Ventura, and San Luis Obispo had done the previous year.
- Use materials (TV and radio spots, technical assistance guide, brochures, flyers and posters) developed by NAB.
- Have task force representatives participate in community meetings to help implement the local project.
- Provide ongoing assistance from local offices of state agencies.
- Provide ongoing technical assistance from task group members, particularly NAB.

With little time for coordination, project target areas were selected on the bases of 1) local interest and commitment, and 2) the strength of the community's existing summer youth employment activities. Chosen were Fresno, Pasadena, San Jose, Solano County, Stanislaus County, and Stockton.

The task force operated in this fashion:

- In mid-June, a meeting was held at each site, convened by a local business leader or top elected official when possible. Task force representatives include an NAB representative. The meetings focused on the local action plan, its prompt implementation, and the delegation of tasks and responsibilities.
- Activities were scheduled:
  June 21 - 25 — direct mail campaign to employer began
  June 28 - July 2 — contacts continued via telephone blitzes
  July 6 - 10 — students placed in jobs
- Responsibilities assigned at the state level were:
  - Governor's Office and legislative staff - lead in contacting key figures at local level

- NAB — furnished each area with ongoing technical assistance

- Health and welfare agency — prime state level coordination responsibility

- Employment and Development Department (including the state education and training office) — prime responsibilty for state level implementation

- Department of Education — Coordinated programs with groups such as ROC/ROP work experience coordinators, and others

- Department of Business and Economic Development — Coordinated programs with corresponding offices at local levels

SITE ACTIVITIES

Fresno

Officials in Fresno wanted to supplement ongoing summer youth activities, with emphasis on small business employers. The July press conference included a television interview with the Fresno mayor, Fresno PIC chairperson, and the EDD district administrator. They discussed the local effort and emphasized, despite the late hour, many youths still needed summer jobs. The event was covered by area newspapers and radio and television stations and was attended by local legislators and other political figures who offered their support. The campaign's slogan was: "When you hire a youth, you don't take a chance, you give one."

A letter, signed by the Fresno PIC chairperson, was mailed to a list of 3,000 local employers. It was provided by the chamber of commerce and asked employers to hire a youth for the summer. Ten workers from EDD offices addressed and stuffed the envelopes. Jobs that resulted were coordinated through EDD's Youth Employment Service (YES) Office.

The letters were followed by an intensive telephone campaign by 30-35 volunteers, who included the city's assistant district attorney, the county sheriff, the chief of police, the fire chief, and other well-known public officials. These calls marked the high point of the Fresno effort.

A "hotline" donated by a Fresno radio station helped match youth with employers. EDD assisted in processing job orders and clients. Additional staff was provided by Pacific Telephone.

The EDD's Youth Employment Service Office job orders tripled after the telephone blitz. Most job orders came from small businesses.

Pasadena

There were several local efforts already underway. In addition, the local E&TO's Private Sector Year-Round Program was set to begin in September. When local officials met with the task force in June, they requested technical assistance to support these existing efforts.

The city had initiated a private sector oriented program in late spring, when a committee had sent 150 letters to local businesses. The letters requested contributions to subsidize employment for disadvantaged Pasadena youths because Summer Youth Employment Program (SYEP) funds were lacking. The effort yielded $5,000 from Parsons Corporation and $15,000 from the City of Pasadena. It resulted in 23 jobs for youths.

To support these efforts the task force:

- o assisted with local radio and television public service announcements
- o through the local EDD office, enlisted support of its Employer Advisory Group (EAG) and
- o provided ongoing technical assistance

San Jose

The city already had initiated a private sector oriented program. In May, a volunteer committee had mailed 5,000 letters, signed by the mayor, to local businesses encouraging them to hire youth. With 1,000 jobs as the goal, San Jose had already lined up 400 to 500 job orders when word of the state-level initiative came, but hoped that another 5,000 employers could be contacted by July 5 were dim because neither funds nor staff were available. The prospect of state assistance immediately renewed interest.

When local officials and the volunteer committee met task force representatives in June, they immediately enlisted support for a second mailing to employers and a follow-up telephone blitz. The second letter, signed by the assembly speaker, was mailed to an additional 4,500 businesses on July 1. A telephone blitz followed, assisted by personnel loaned by the state E&TO, local EDD, and community volunteers. Seventy-five job orders quickly came in. Local press coverage included many articles, featuring summer program activities, in the San Jose Mercury News.

Solano County

An initial planning meeting was held on June 14. In a later meeting with the task force, the county Board of Supervisors decided to adapt the NAB model. As part of its local program, the Board designated July as "Hire-A-Teenager Month".

Letters signed by community mayors in Solano County were sent to local businesses urging them to hire a teenager. A brochure designed by NAB and the Solano County PIC went with each letter describing in detail the "Hire-A-Teenager" program. Follow-up phone calls were made from the local Regional Occupational Center Office by staff loaned by the state E&TO and the EDD's Central Office.

The "Hire-A-Teenager Month" was headed by the Solano County PIC. It was a cooperative effort:

- Employment and Development Department field offices in Fairfield and Vallejo matched employer opportunities with interested youth
- Radio stations KNBA and KUIC provided air time for public service announcements and new stories
- The Vallejo Times Herald, Benicia Herald, Fairfield Daily Republic, and the Vacaville Reporter provided editorial and news coverage
- The Regional Occupational Program's staff called employers to remind them of "Hire-A-Teenager Month"
- The mayor and city councils of Fairfield, Vacaville, Vallejo, Suisun City, Benicia, and Dixon, together with the County Board of Supervisors, issued a joint "Hire-A-Teenager Month" proclamation
- Support and technical assistance was provided by the task force
- Assemblyman Thomas Hannigan endorsed the program

The Solano County project generated more than 200 part-time, temporary, and full-time jobs.

Stanislaus County

Local EDD offices in Stanislaus County already had contacted approximately 250 employers and asked them to hire a youth for the summer.

When local officials met with task force representatives in July, they decided to build on the summer youth programs already in progress by mailing letters signed by the Stanislaus County Board of Supervisors to additional employers in the county. The group designated August as "Hire-A-Teenager Month" and used a television and radio advertising campaign.

The letter supported by the mayors of Oakdale, Turlock, and Modesto, was mailed and some 450 employers, called from a list provided by EDD, were contacted. A follow-up telephone blitz used of a phone bank provided by EDD.

The local representatives preferred to conduct individual campaigns so that each major EDD area might run its own program, but under the auspices of county officials. Each was listed separately on promotional material.

Stockton

The task force assisted several activities already underway or planned. The Stockton PIC had sent a newsletter to 2,000 local employers urging them to hire youth. The week of June 28 - July 2, was designated as "Hire-A-Teenager Week" and was kicked off on June 25. State level assistance included:

- A toll-free number installed at EDD for employers
- A phone bank, provided by EDD, for follow-up calls to 2,000 targeted employers
- Letters of support from the state assemblyman and senator
- Assistance with publicity, including ongoing announcements on radio and television as well as newspaper articles

SUMMARY

Among its outstanding features, the California program boasted high-level, statewide coordination of the efforts and quick results. An expanded state task force, chaired by the representative of a major corporation, held its first planning session for the 1983 campaign in September 1982. The program essentially was an adaptation of the NAB model and utilized promotional materials and NAB's Western Regional Office staff.

CASE STUDY NO. 5

TITLE	**YES - (Youth Employment Summer)**
OPERATOR	Torrance Private Industry Council
COOPERATING AGENCIES	Torrance (CA) Area Chamber of Commerce, City of Torrance Manpower Division; NAB Western Region Regional Service Office; Brigante and Johnson Accounting Corporation; Peat, Marwick, Mitchell and Co.; and Lynn Carol Employment Agency.
PROGRAM DESCRIPTION	This first summer youth employment effort of the Torrance PIC was co-sponsored by the chamber of commerce and the local employment and training office. It was initiated in response to President Reagan's appeal to the private sector to make up for federal cutbacks by providing summer jobs to youth. An extensive publicity and public relations campaign was used to identify jobs. Youth, recruited by flyers distributed at the high schools, the community college and libraries, were registered on three successive Saturdays in early May and June. Orientation and placement were carried out by the employment and training office and an EDD placement counselor.
PROGRAM GOALS AND RESULTS	Fifty-two percent of the project's goal, the placement of 250 youth ages 16-21 in private sector jobs, was achieved. Over 400 jobs were identified and 130 youth placed. A total of 326 youth registered for the program and 219 attended job-readiness workshops.
PROGRAM FEATURES	Planning and Management: After local representatives — a PIC board member and several E&TO staffers had attended the NAB Western Regional Service Office's training session early in the year, the RSO was asked to make a presentation on summer youth employment programs to the Torrance PIC. Sold on the NAB model program, the PIC, using EGS funds, organized a Summer Youth Coordinating Committee to develop and plan a program. To get it underway, the group tapped members of the chamber and the PIC (some were members of both organizations), a member of the city council, and representatives of NAB and key members of the local business community. The Coordinating Committee decided to open the program to youth from 16-21 years old and use the NAB model. A program coordinator was hired to secure volunteer help and manage activities. By means of a contractual agreement between the city and the chamber, the coordinator was provided office space, a staff and access to chamber members. Access to PIC and chamber members greatly facilitated management of the program. It became much easier to recruit volunteers to cover phones for the phone blitz, obtain public service time and space, donations of time and materials, and reduced rates on buttons, balloons, and banners.

Participant Recruitment: Several methods were used to recruit youth: Flyers announced registration dates, types of jobs, and residency requirement. Banners, bus placards, and billboards were used. Announcements were made at school assemblies and local meetings. A career exposition was held at one of the local colleges. Parents, teachers, and counselors were contacted personally. Flyers were also posted in schools, libraries, shopping malls, restaurants, and other public places. Radio announcements, newspaper articles, and advertisements were also used.

Special efforts were made through the Torrance Manpower Office to inform youth of the special summer registration schedule. Out-of-school youth were recruited through the Youth Service Center.

Youth were registered on three consecutive Saturdays from 9 a.m. to 1 p.m. at the Manpower Office. They were required to bring two proofs of residency and were interviewed individually to determine specific interests and skill levels. All were informed of the Occupational Readiness Workshops — special orientation programs were held at the Manpower Office. Over 200 youth attended these two-hour workshops, which included films on getting and keeping a job, how to complete applications, and write resumes. Youth were told how to dress and role-playing techniques were used to teach them interview techniques. These sessions also introduced placement staff and provided information on job openings. The program staff noted that the particpiants were equipped to find their own jobs after attending a session.

Staff members estimated that some youth lacked the training or skills required for some jobs. They used several assessment tools to measure skills including, typing and cashiers' tests.

Recruitment continued throughout the summer as new job orders came in. The staff established a "Hot Job Order List," phoned youth, and wrote letters informing them of openings.

Most participants said they heard about the program through three sources: the local paper, friends, and parents or other relatives.

Job Development and Placement: Two chamber receptions were effective in creating awareness of the YES program. The "mixers" advertised in attractive flyers sent to all area employers. YES staff wore green YES buttons and pinned a button on each employer that they spoke with during the evening. A direct-mail campaign to the chamber's members was followed by phone calls by loaned executives from area companies during a phone blitz. Two-thirds of the job commitments were developed from these sources.

Direct calls and "walk-ins" by employers to the chamber and E&TO and referrals made by PIC, the chambers, and Youth Council members constituted the second largest course of jobs. A variety of other methods, including speeches to civic groups, the job fair, bus signs, and banners, accounted for a small but significant number of referrals.

YES succeeded in identifying 427 jobs in the community, mainly entry-level jobs in department stores, fast food restaurants, professional offices, small businesses and insurance companies. A number of activities were utilized to match and place youth in these jobs. Some youth were referred to jobs when they registered. Others were referred during the job fair and by phone as jobs were identified.

Public Relations: YES used a broad-based approach to publicize and gain visibility for the program. The slogan "HIRE A YOUTH", adapted from the NAB model, was used in a variety of ways. Green and white were the official colors for the campaign. Buttons, balloons, flyers, banners, and bus signs publicized "540-JOBS." Billboards, posters, letters, news releases, a phone-blitz, speeches to civic groups, mixers, a job-fair, and workshops kept YES visible throughout the summer. NAB promotional materials were used to spark ideas for the local campaign.

The display and distribution of balloons, buttons, and banners during a parade were effective in focusing the public's attention. The attractive bus signs were strategically placed on the back of all city buses. Posters and flyers were distributed in school libraries, local businesses, and shopping malls.

All phone calls to employers, were followed by letters. Speeches were made before civic organizations and the message was carried in newspapers, chamber, and city and company publications. The campaign continued throughout the summer.

The YES booth at the local high schools, a "Career Expo" at an area college, occupational readiness workshops, and the three Saturday youth registrations were widely advertised. They were given TV coverage and were well attended.

The project saturated the community for the entire summer and created effective support and awareness.

Evaluation: An ongoing assessment of the project's activities was carried out by the project coordinator and the coordinating council. With this assessment, the staff was able to keep tabs on basic data such as the number of job openings, the source of youth referrals, the number of placements and the impact of the promotional

activities and materials. The information was used to demonstrate how well the program was doing and to help make changes and adjustments.

PUBLIC/PRIVATE SECTOR INVOLVEMENT

YES was a collaborative effort between the Torrance Private Industry Council, Torrance Area Chamber of Commerce, and the City of Torrance. The PIC promoted the effort. The chamber was a co-sponsor and, through a contract with the City of Torrance, provided office space, staff assistance, program promotion, and access to its members. The Torrance Manpower Office, also a sponsor, provided key staff assistance for recruitment, selection, and placement.

A principal of the Brigante and Johnson accounting firm — who was a chamber/PIC member — served as chairperson of the Coordinating Committee and provided staff support and materials. Peat, Marwick, Mitchell and Co., although based in Los Angeles, but also chamber affiliated, provided four loaned staff members. An employment agency provided four counselors for the on-site screening and registration. A restaurant chain and a chamber member, hosted the closing recognition luncheon and reception for 600 people. Discounts on the balloons and buttons were made by a manufacturer, also a Chamber member.

SUMMARY

Exemplary features of the Torrance YES program included the PIC's leadership of a public/private effort and the advertising and promotional program. Though the program did not reach its placement goal of 250, as a first-time private sector effort it created a community awareness of the need to employ economically disadvantaged teenagers and helped to fill the gap created by federal cuts. The project was developed using the NAB model and the NAB Technical Assistance Guide.

Case Study No. 6

TITLE	**National Alliance of Business Summer Youth Employment Program**
OPERATOR	Mountain Bell Telephone Company
COOPERATING AGENCIES	Employment and training offices (E&TOs), Utah job service, private industry councils
PROGRAM DESCRIPTIONS	Designed as a statewide effort, but focused on the Salt Lake City, Provo, Kaysville, and Ogden areas, the program was operated as a "traditional NAB pledge campaign," which NAB has expanded into the model encouraged in this Guide. The program was coordinated with the local E&TO. Mountain Bell Telephone Company provided a loaned executive as program coordinator. Four other loaned executives from Mountain Bell and 10 executives from other firms were obtained to aid in soliciting jobs. A pledge campaign which included a week-long phon-a-thon was initiated to obtain job orders. These were submitted to the youth coordinator in Salt Lake City, who, in turn, distributed the orders to employment and training offices based near the location of the jobs. E&TO and the state job service recruited and referred applicants. The governor issued a proclamation that established the week fo May 16-22 as "Summer Youth Employment Week."
PROGRAM GOALS AND RESULTS	The program aimed at placing as many youths as possible in unsubsidized private sector jobs. Additionally, the project was designed to develop a public/private partnership and to establish a consortium of E&TOs to coordinate it. The program developed 375 jobs and placed 294 youth. A working relationship was developed, for the first time, between the five E&TOs, with PICs serving as advisors.
PROGRAM FEATURES	Planning and Management: The project was planned and initiated by the NAB Rocky Mountain Regional Service Office. Initial contact was made with the five E&TOs for a coordinated summer program. Mountain Bell was solicited as program sponsor and to furnish a loaned executive as full-time coordinator for four months. Training and technical assistance for the pledge campaign was provided by the NAB RSO. Follow-up meetings were held with E&TOs and the program coordinator. Planning, carried out by the coordinator in March, included developing marketing materials; meetings with local media representatives; identifying area youth agencies; obtaining directories of businesses by category, number of employees, chief executives and addresses; and obtaining lists of business periodicals.

PUBLIC/PRIVATE SECTOR INVOLVEMENT

The program coordinated the job development efforts of the private sector with the public sector's summer youth employment effort. In the past, programs in the Salt Lake City area have been operated separately. Both gained from the cooperative project. The E&TO felt that the project was effective in advertising and marketing the Private Industry Council and plans to follow-up these contacts to get OJT placements to market TJTC and to pursue other programs.

SUMMARY

The unique feature of the project was the development of a partnership between the five E&TOs in Utah. The partnership represented a "first" for the area and has ushered in a continuing relationship. It also gave the E&TOs access to the private sector for the first time.

TARGETED JOBS TAX CREDIT

The Reagan administration and Congress, seeking to strengthen the historic incentives for hiring young people for summer jobs, have created a system of tax credits incentives that will open many thousands of jobs this summer for youth.

These tax credits were established in a bi-partisan effort to attach the high unemployment rates for the nation's young people.

The Targeted Jobs Tax Credit (TJTC) is an elective income tax credit that can be applied to the wages private employers pay to targeted groups of workers hired before January 1, 1985.

The tax credits affect two categories of youth: those 18 through 24 years of age and those 16 and 17.

The 18-24 group tax credit is 50 percent of first-year wages up to $6,000 per employee and 25% of second year wages up to $6,000. The credit for youth 16-17 is explained in detail below.

Special Summer Youth Tax Credit

By hiring an eligible youth for a summer job for up to 90 days between May 1 and September 15, employers can earn a tax credit of 85% of the first $3,000 paid in wages.

Eligibility

To be eligible, the youth must be:

- o 16-17 years of age
- o economically disadvantaged
- o first-time employee of the company

Process

Claiming the credit is easy. The paperwork is simple. After eligibility for the credit is established only two forms must be completed:

1. ETA form 8486--Voucher is completed and signed by the participating group marked "SUMMER YOUTH TARGET GROUP" and given to the job seeker; a copy is sent to the State Employment Security Agency along with eligibility determination (Applicant Characteristics Form--ACF) and a copy kept for file.

   Job seeker presents form to employer who, after deciding to hire the young person, completes the Employer Declaration part of the voucher and returns the form to the State Employment Security Agency listed on the voucher.

2. ETA form 8470--Employee Certification Form, is completed by the State Employement Security Agency within three (3) working days after receiving the voucher from employer.

Original is sent to the employer, a copy to the originating agency and a copy kept for file.

Later, at tax time, employers file Internal Revenue Service Form 5884--Jobs Credit with their federal income tax. It covers all TJTC employees hired. Keeping a file of eligibility certifications and regular payroll records are all of the paperwork that is required of the employer.

Validity Period of Vouchers

Vouchers for the summer youth target group are only valid for 45 days. Revalidation is required after the validity period has expired.

Other Provisions

The tax liability limitation -- carry back/carry over of unused credits, nepotism, and effective period of voucher -- apply to the summer youth target group.

- The credit is limited to 90% of tax liability after this credit is reduced by other applicable credits.
- Any unused portion of the credit may be carried back 3 years or forward 15 years.
- Maids, chauffers, and other household employees do not qualify for the credit.
- No credit can be claimed for wages during the time the employers receive on-the-job training payments for them.
- Certification for any individual must be received or requested in writing by the employer on or before the day the individual begins work.

Example

A calendar year taxpayer hires an economically disadvantaged youth for a summer job on June 6, 1983. The employee is paid $2,400 during the 90 day period June 6 - September 6, 1983. The gross tax credit on this employee is $2,040 (85 percent of $2,400) meaning a net cost to the employer of $360 or $0.50/hour (90 days time 8 hours equals 720 hours).

The Lower The Tax Bracket The Higher The Credit

Here's how it works for summer youth:

Gross Tax Credit	$2,550 (85% of $3,000)	$2,550 (85% of $3,000)	$2,550 (85% of $3,000)
Less			
Tax Effect of Reducing Payroll Tax by Tax Credit	$1,173 (46% of $2,550)	$637.5 (25% of $2,550)	$382.5 (15% of $2,550)
Equals			
Net Tax Benefit	$1,377 (45.9% of $3,000)	$1,912.5 (63.75% of $3,000)	2,167.5 (72.25% of $3,000)

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